Peterborough Housing Corporation
Board of Directors
Wednesday, September 25, 2024 – 5:30PM
Hunt Terraces, Meeting Room #112,
555 Bonaccord Street, Peterborough, ON

"We respectfully acknowledge that we are on the traditional territory of the Mississauga Anishinaabeg. We offer our gratitude to the First Nations for their care for, and teachings about, our earth and our relations. May we honour those teachings."

Agenda

Open Session – 5:30 p.m.

1. Approval of Agenda
2. Conflict of Interest
3. Presentations
   a. Resident Services Presentation
      i. Report 2024-024 – Eviction Prevention Process
         Rebekah Vettor, Senior Resident Services Manager
4. Confirmation of Minutes
   a. Board Meeting, August 28, 2024
5. Operational Reports
   a. Report 2024-025 – 2024 Quarterly KPI Report (Q2)
   b. Report 2024-026 – CEO Update
   c. Report 2024-027 – Travel & Expense Reimbursement Policy
6. Committee Reports
   a. Finance, Audit & Administrative Committee
      i. Report 2024-028 – 2025 Operating & Capital Budget
   b. Governance, Human Resources & Strategy Committee
      i. No report
7. Closed Session
   a. Homeward Bound Update (verbal report)
8. Information from Staff
9. Adjournment

Peterborough Housing Corporation

Report 2024-024

Meeting Date: September 25, 2024

Meeting Time: 5:30pm

Meeting Place: Hunt Terraces, Meeting Room #112
555 Bonaccord Street, Peterborough

Subject: Eviction Prevention Process Presentation

Author Name and Title: Rebekah Vettor, Senior Resident Services Manager

Recommendation(s):

Resolved That Report 2024-024, “Eviction Prevention Process Presentation”, be received for information purposes.

Chief Executive Officer

Background:

PHC is committed to preventing the eviction of tenants. The Resident Services Team plays a key role in this process and works diligently to maintain tenancies. PHC recognizes that our residents are generally low-income households who, if evicted, would find it difficult to obtain housing either in alternate affordable housing or the normal private market. Evictions would also tax other services and are therefore the last resort.

Rationale:

Tenant education plays a fundamental role in setting tenants up for success. During the lease interview process, tenants are educated on the reasons for eviction and the importance of refraining from disturbing the reasonable enjoyment of other tenants. The reasons for eviction that are reviewed are:

1. Failure to pay rent or make an arrangement for payment;
2. Undue damages to a unit;
3. Contravening Health, Safety or Housing standards;
4. Committing an Illegal Act or operating an Illegal Business – the tenant does not have to be convicted to be evicted;
5. Misrepresentation of Income; and
6. Committing an Act that impairs the safety of another person.

Education continues throughout the tenancy via written communication, community meetings/information sessions, individual communication and through our website.

Reasons for eviction can be broken down into two categories: Rent Arrears and behaviour.

<u>Rent Arrears</u>

Throughout each month, the Resident Services Team closely monitors outstanding arrears. Contact attempts are made with residents multiple times throughout the month, through various methods (phone, email, written communication, door knocks), in an attempt to support with resolving the outstanding balance. Support can be offered in a way of an agreed payment plan or connecting the client to Social Services to apply for Housing Stability Fund.

Should attempts to resolve the arrears be unsuccessful, a L1 application (application to evict for non-payment of rent) is made to the Landlord Tenant Board (LTB). Efforts to support the resident do not end here. Attempts to come to an agreed payment plan or support with accessing funds continue all the way up to the hearing date. The goal of PHC is to resolve all L1 applications via mediation or payment in full.

The below chart shows data that was collected for 2023 relating to the number of L1 applications that were made in comparison to the number of tenancies that were maintained. Only two households were evicted in 2023 as a result of rental arrears. The Resident Services Team can confidently say that all efforts were made to maintain the housing of those two evicted households and there was no other option but to evict.

2023 Overall		
Tenancies Maintained	L1's Issued	Percentage
21	23	91.30%

<u>Behaviour</u>

The Resident Services Team should always work closely and extensively with other agencies to keep vulnerable persons housed. Vulnerable tenants include persons with mental illness, seniors and persons with developmental or physical disabilities, those coming from homelessness, those with substance misuse, etc. If a person is evicted because of a behavioural problem, there is a very real risk that the person will become homeless and will further extend the resources of the homeless system, the emergency shelter, and other agencies. If these tenants can remain in their home costs on the system are reduced. Frequent contact will be required in order to ensure housing is sustained for the hard-to-house to keep them in their homes. PHC understands it may have other tenants voicing concerns about the continuance of on-going issues with the vulnerable tenant.

Tenant complaints are common. A thorough investigation is conducted with each complaint in order to determine appropriate course of action. If sufficient evidence is found the Resident Services Team must consider the best course of action. It will include:

- applying a balanced approach to maintaining harmonious healthy communities as well as individual tenancies with the key consideration being what will best solve the problem for the community
- using a problem-solving approach, including alternative resolution methods
- giving the tenant an opportunity to correct the problem by notifying them both verbally and in writing about how to correct the problem
- negotiating formal agreements where appropriate (generally supported by also issuing an applicable LTB Notice)
- facilitating separate third-party support services when a tenant faces barriers or difficulties maintaining their own successful tenancy and healthy communities
- provide and communicate clear, enforceable and progressive consequences that reflect the severity and persistence of the behaviour.

Evictions

At times, even after working through the course of action, there is no change in the situation or the situation arises again. Despite all efforts to resolve the problem, the actions of a tenant, family member, pet or guest may continue to negatively impact tenants, staff or the community and these circumstances constitute grounds for eviction under the RTA.

Eviction will be pursued immediately in very serious situations, generally involving serious impairment of safety or serious criminal activity.

Any resident that PHC is pursuing eviction against would have had several discussions with staff, received several letters, met for Conflict Resolution, experience a Landlord and Tenant Board hearing, a mediated settlement with the landlord and the Landlord and Tenant Board which they have failed to adhere to any of the solutions provided to them to circumvent eviction. If an eviction were to occur it would only be after many months of effort, negotiation, and mediation through PHC staff. Every effort is made to sustain the tenant's housing.

Landlord Tenant Board

Since the shut down of the LTB during the Covid-19 pandemic, Landlords and tenants across the province have experienced significant delays in having their matters heard. According to the 2023-2024 Ombudsman Ontario report, as of June 2024, there is a backlog of approximately 36,000 unscheduled applications.

In addition to the delays, the LTB has transitioned to video and telephone hearings which are scheduled in large, simultaneous, province-wide hearing blocks. There are times when the hearing block will end prior to all matters being heard, causing further delays for the parties. In addition, PHC has noted challenges for our residents in accessing the hearings due to lack of access to a reliable phone or internet connection.

After the completion of a hearing, it is not uncommon to wait upwards of sixty days to receive a copy of an order or agreement, which again delays the process further.

These delays add significantly to the challenges that we face when the ultimate decision has been made to proceed with eviction. It is not uncommon for other residents to become fatigued with making complaints and feel like their concerns are not being dealt with appropriately. This creates additional challenges in our goal to provide quality, safe, and affordable housing.

Other Alternatives Considered:

None

Alignment to Strategic Priority Areas

This report aligns to the 2019-2024 Strategic Plan as follows:

1. Serving Our Clients & Community – Finance & Resources

Financial Considerations:

There are no direct financial considerations for this report, however, the report does provide an overview of PHC’s current statistical data regarding legal applications for rent arrears.

Consultations:

None

Attachments:

None

Board Meeting Minutes, Peterborough Housing Corporation

Date: Wednesday, August 28th, 2024 – 5:30PM
Location: Hunt Terraces, Meeting Room #112,
555 Bonaccord Street, Peterborough, ON

Present:	Keith Riel	Chair
	Alex Bierk	Vice -Chair
	Andrew Beamer	Member
	Matthew Graham	Member
	Jeff Leal	Member
	Sheldon Laidman	Board Advisor
	Travis Doak	CEO, PHC/Board Secretary
	Jenna Cullon	Recording Secretary
Staff:	Sondra Fitzgerald	Director of Corporate Services
Guests:	Richard Steiginga	Baker Tilly
Regrets:	Rebecca Morgan-Quin	Board Advisor

Keith Riel, Chair, PHC Board, called the board meeting to order at 5:30 p.m.

1. Approval of Agenda

On a motion by Jeff Leal, seconded by Matthew Graham and carried unanimously, it was **RESOLVED** to approve the agenda for the August 28th, PHC Board Meeting.

2. Conflict of Interest

The Chair requested that Board members declare any conflict of interest at this time. None were declared.

3. Presentations

a) 2023 Financial Statements – Asset Retirement Obligation, Richard Steiginga, Baker Tilly

On a motion by Andrew Beamer, seconded by Alex Bierk and carried unanimously, it was **RESOLVED** that the 2023 Financial Statements – Asset Retirement Obligation presentation be received.

Richard Steiginga left the meeting at 6:00 p.m.

4. **Confirmation of Minutes**
   a) Closed & Open Session Board Meeting, June 26, 2024

On a motion by Jeff Leal, seconded by Alex Bierk and carried unanimously, it was **RESOLVED** that the minutes for June 26, 2024, be confirmed and accepted.

5. **Operational Reports**
   a) Report 2024-018 – Vacant Units Update (30 Alexander, 1190 Hilliard)

Discussion regarding the plans for vacant units at 30 Alexander and 1190 Hilliard took place, along with other possible plans for PHC and future potential vacancies.

On a motion by Andrew Beamer, seconded by Matthew Graham and carried unanimously, it was **RESOLVED** that Report 2024-018, "Vacant Units Update (30 Alexander, 1190 Hilliard)", be received for information purposes.

   b) Report 2024-019 – Rebranding Logo Update

Brief overview of the logo and the final changes that were made given to the board. A rough timeline was provided on when the logo will begin to come into circulation.

On a motion by Andrew Beamer, seconded by Matthew Graham and carried unanimously, it was **RESOLVED** that Report 2024-018, "Rebranding Logo Update", be received for information purposes.

   c) Report 2024-020 – CEO Update

The Board was provided with an update on several items that PHC is currently working on. Discussion took place regarding these items.

On a motion by Andrew Beamer, seconded by Matthew Graham and carried unanimously, it was **RESOLVED** that Report 2024-020, "CEO Update", be received for information purposes.

6. **Financial Reports**
   a) Report 2024-021 – 2024 Operating Report (Q2)

Provided the board with some context regarding the operating costs, provided information regarding future costs that will be seen in the future reports.

On a motion by Alex Bierk, seconded by Jeff Leal and carried unanimously, it was **RESOLVED** that Report 2024-014, “2024 Q1 Operating Results”, be received for information purposes.

b) Report 2024-022 – 2024 Capital Report (Q2)

On a motion by Alex Bierk, seconded by Jeff Leal and carried unanimously, it was **RESOLVED** that Report 2024-022, “2024 Capital Report (Q2)”, be received for information purposes.

c) Report 2024-023 – 2024 Q2 Reporting Obligations (as at March 31st)

On a motion by Alex Bierk, seconded by Jeff Leal and carried unanimously, it was **RESOLVED** that Report 2024-023, “Reporting Obligations”, be received for information.

7. Committee Reports

a) Finance, Audit & Administrative Committee
   i. No report
b) Governance, Human Resources & Strategy Committee
   i. No report

Sheldon Laidman left the meeting at 6:50 p.m.

8. Report of Closed

On a motion by Matthew Graham, seconded by Alex Bierk and carried unanimously, it was **RESOLVED** to move into **CLOSED SESSION**.

On a motion by Alex Bierk, seconded by Jeff Leal, carried unanimously, it was **RESOLVED** to move out of **CLOSED SESSION** and into **OPEN SESSION**.

9. Information from Staff

No information from staff.

10. Adjournment

With there being no further business, the August 28, 2024 Board Meeting, was adjourned on a motion by Jeff Leal, seconded by Matthew Graham, carried unanimously at 6:55 p.m.

Keith Riel Chair Peterborough Housing Corporation	Travis Doak CEO/Board Secretary Peterborough Housing Corporation

Peterborough Housing Corporation

Report 2024-025

Meeting Date: September 25, 2024

Meeting Time: 5:30pm

Meeting Place: Hunt Terraces, Meeting Room #112
555 Bonaccord Street, Peterborough

Subject: Quarterly Key Performance Indicator (KPI) Report (Q2)

Author Name and Title: Travis Doak, CEO

Recommendation(s):

Resolved That Report 2024-025, "Quarterly Key Performance Indicator (KPI) Report (Q2)", be received for information purposes.

Chief Executive Officer

Background:

In 2021, PHC started collaborating with other Local Housing Corporations (LHCs) to develop a set of Key Performance Indicators (KPIs) for reporting on financial arrears, using an agreed-upon set of definitions. Previously, the Board received a monthly informational report showing PHC's current financial arrears compared to a 14-month historical period. While this report provided valuable comparative data within PHC's portfolio, it did not offer insights into how PHC was performing relative to other LHCs.

The purpose of implementing this comparative data-sharing framework was to select specific indicators for regular collection, analysis, and reporting. This initiative aims to foster learning about various operational strategies and best practices, particularly regarding financial arrears and other key metrics.

The Executive Leadership Team (ELT) considers this statistical data valuable for sharing with the Board, replacing the previous Arrears Reports. A Key Performance Indicator (KPI) Report is submitted to the Board four times annually for informational purposes, illustrating PHC's performance relative to other LHCs on these critical metrics.

The following 7 performance measurements have been mutually agreed upon and are tracked on a quarterly basis.

Measurements	**KPI**	**Definition**
Measurement 1	Housing Occupancy Rate	Establishes the LHC percentage of homes that are occupied from the inventory of rentable homes in the housing portfolio
Measurement 2	Unit Turn Over Days	Establishes the LHC average for the number of days that rentable units are vacant between tenancies
Measurement 3	Tenant Move Out Rate	Provides the LHC percentage of tenant move outs
Measurement 4	Households in Good Financial Standing (Rent & Parking)	Identifies the LHC percentage of households that are current with rent and parking charges
Measurement 5	Rent Collection Rate	Identifies the LHC percentage of tenants rent and parking charges that has been collected
Measurement 6	Eviction Prevention Rate (Arrears)	Identifies the LHC percentage of households that maintained tenancy after receiving an

Measurements	KPI	Definition
		application to terminate for arrears
Measurement 7	Tenant Debt	Identifies the distribution of current tenant rent and parking arrears in ranges of the dollar amounts and by the number of tenant accounts

6 of the 7 LHC measurements are presented on a weighted average basis (# of total LHC: units, tenants, rent collected, etc.). The exception is the Turnover Days which is a straight average calculation divided by the number of LHC benchmarking participants. Data is an average of year-to-date results.

The LHC group consists of 9 LHC's. These include LHC's in Ottawa, Kingston-Frontenac, Peterborough, Haldimand Norfolk, London Middlesex, Windsor Essex, Hamilton, Toronto, and Toronto Seniors.

The data in this report represents PHC KPI's for the 2nd quarter of 2024 (Q2 – April 1 to June 30). 8 out of 9 LHC's submitted data for this reporting period. *Note: Data is subject to change once all LHC's data is received for Q2.*

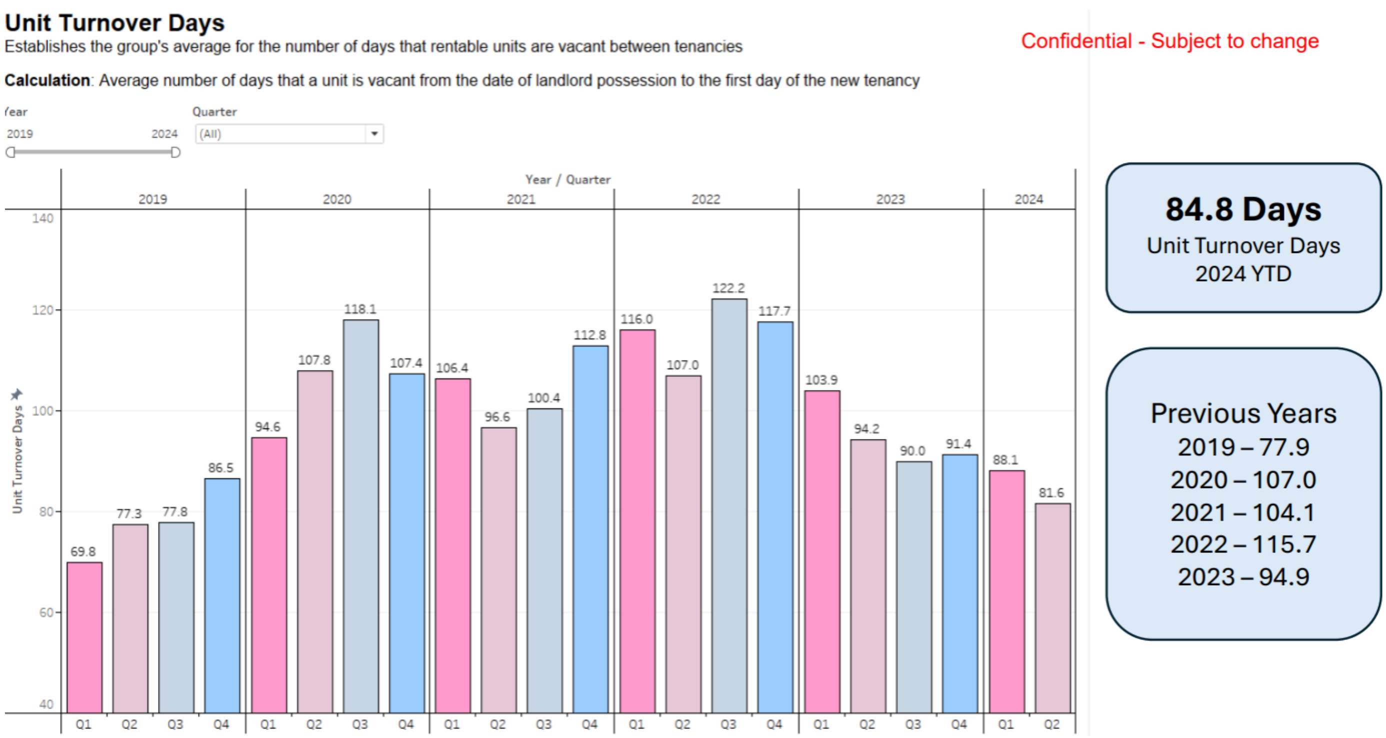
2024 Q2 Key Performance Indicators

Measurements	PHC Q1	PHC Q2	LHC
Housing Occupancy Rate	97.3%	97%	97.6%
Unit Turn Over Days	101 days	94 days	84.8 days
Tenant Move Out Rate	2.49%	2%	2.7%
Households in Good Financial Standing	93.2%	93%	76%
Rent Collection Rate	98.1%	99%	94.4%
Eviction Prevention Rate *	-	-	-

** The Eviction Prevention Rate LHC average is reported at the end of the 4th quarter for the entire year.*

In the first six months of 2024, PHC has performed well compared to the other seven LHCs in the province. However, there is one area where PHC's performance fell below the LHC average: unit turnover days. Although there has been improvement since Q1, the turnover rate still lags. It is also important to mention that one larger LHC did not provide data for this period, which could impact these comparisons. Effectively managing this rate is essential to maintaining operational efficiency and reducing vacancies. Staff will continue to work and implement strategies to shorten the turnover days ratio.

The following chart shows a rolling average of unit turnover days for the last 5 years. For this period, the overall average has been just under 100 days. For the last 5 years the average for Q2 (including 2024) has been 97.4 unit turn over days.



PHC consistently outperforms the LHC average in rent collection, a success driven by our staff's proactive and transparent communication with tenants. Our approach combines effectiveness with empathy, ensuring that when tenants encounter difficulties, our team works closely with them to offer flexible solutions that address their specific financial needs.

The "Households in Good Financial Standing" metric showcases PHC's strong performance, exceeding the LHC average by 17% in Q2. This metric monitors households that remain up to date with their rent and parking payments. While tenant subsidy programs play a significant role in this achievement, the primary factor is the proactive daily efforts of our staff to assist tenants in avoiding arrears. This reflects PHC's commitment to providing personalized, tenant-centered support.

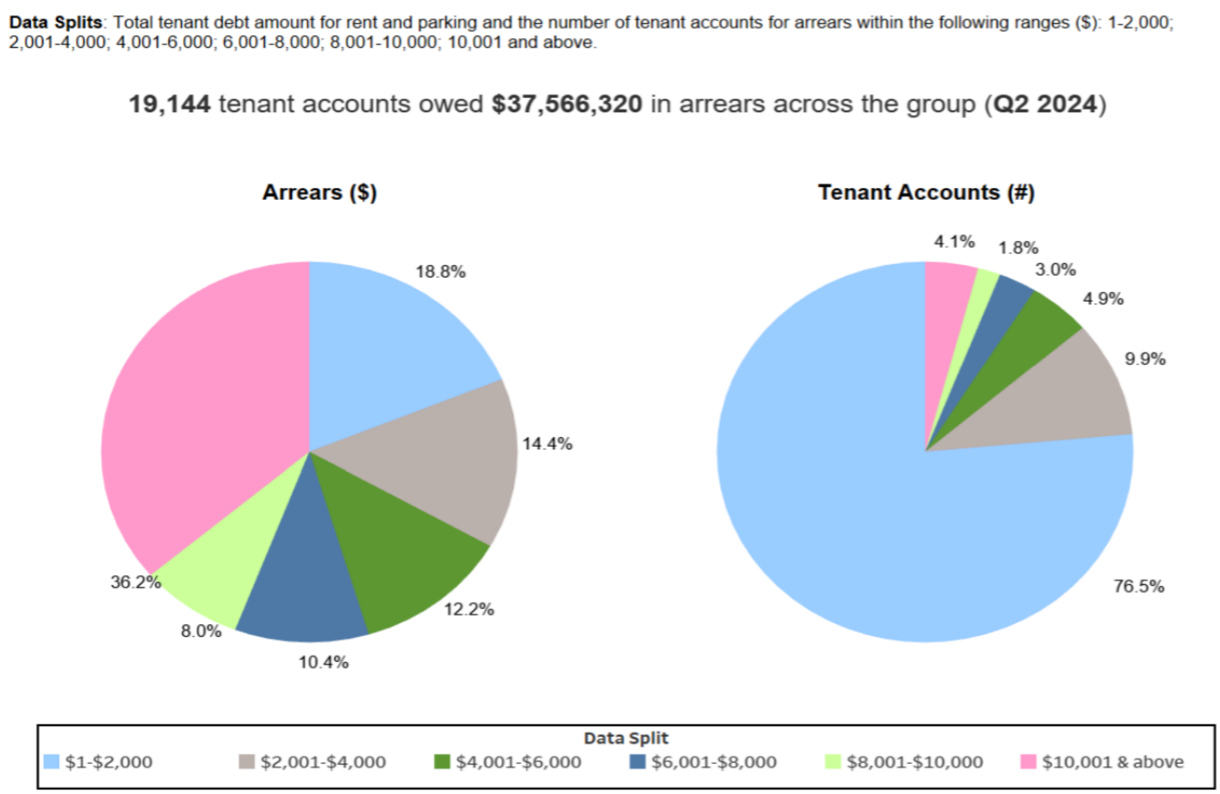
As reported in mid-2023, an additional measurement called ‘Tenant Debt’ is now tracked quarterly. This metric identifies the distribution of current tenant rent and parking arrears in ranges of the dollar amounts and by the number of tenant accounts. The data split is the total tenant debt amount for rent and parking and the number of tenant accounts for arrears within the following ranges ($): 1-2,000, 2001-4,000, 4,001-6,000, 6,001-8,000, 8,001-10,000, 10,001 and above. The Q2 data shows PHC’s Average Amount of Tenant Arrears is just slightly higher than the LHC average.

An important metric to highlight is the Percentage of Total Households with Tenant Debt. PHC reports that 7% of its tenants were in arrears, well below the LHC average of 15.2%. This statistic emphasizes the success of staff efforts in working closely with tenants to develop proactive strategies to prevent arrears.

2024 Tenant Debt

Measurements	PHC Q1	PHC Q2	LHC
Average Number of Tenant Accounts with Arrears	87	90	Not Reported
Percentage of Total Number of Households with Tenant Debt	6.8%	7%	15.2%
Average Amount of Tenant Arrears	$1,397	$1,580	$1,523

The following chart shows the total tenant debt within the system for Q2.



Rationale:

Information purposes only.

Other Alternatives Considered:

None.

Alignment to Strategic Priority Areas

This report aligns to the 2019-2024 Strategic Plan as follows:

1. Investing in Our People – Board Governance
2. Serving Our Clients & Community – Finance & Resources

Financial Considerations:

There are no direct financial considerations to this report. However, the report does provide an overview of PHC's current statistical arrear's status.

Consultations:

Rebekah Vettor, Senior Resident Services Manager

Attachments:

None

Peterborough Housing Corporation

Report 2024-026

Meeting Date: September 25, 2024

Meeting Time: 5:30 p.m.

Meeting Place: Hunt Terraces, Meeting Room #112
555 Bonaccord Street, Peterborough

Subject: CEO Update

Author Name and Title: Travis Doak, CEO

Recommendation(s):

Resolved That Report 2024-026, "CEO Update", be received for information purposes.

Chief Executive Officer

Background:

The CEO Update Report is provided at each Board meeting and provides the Board with updates on key operational matters.

Rationale:

CEO Forum – Local Housing Corporation

On September 5, 2024, I attended the third-quarter CEO forum for the nine Local Housing Corporations (LHCs) in Toronto. The forum provided an opportunity for key discussions and updates on critical issues affecting housing operations and strategy across Ontario. Topics included:

Ontario Health Discussion: A significant portion of the forum focused on the ongoing partnership with Ontario Health, particularly in how LHCs are collaborating with health service providers to improve tenant health outcomes and enhance the integration of housing and healthcare services.

MMAH Discussion: The forum discussed updates from the Ministry of Municipal Affairs and Housing (MMAH), specifically regarding new policy directions, funding streams, and how these affect housing corporations across Ontario.

Performance Measures: A project taskforce update was provided by Ottawa Community Housing (OCH), focusing on the ongoing performance measurement initiative. The taskforce is working to standardize performance metrics across LHCs to drive accountability and improve operational outcomes.

Work Plan Discussion**:** The afternoon session focused on LHCs' work plans, with updates on the formation of Communities of Practice and Practitioner Groups to foster knowledge-sharing and collaboration across different areas of operations. Additionally, the forum discussed the status of new build projects across LHCs, providing data on progress and challenges.

Resolution a Previous Tenant Human Rights Complaint

On September 13, PHC was able to successfully resolve a human rights complaint filed in February 2022 by a former tenant concerning PHC's internal transfer application process. The tenant had vacated their unit in November 2022. PHC refuted all claims made by the applicant, and through mediation, were able to reach an agreement that resolved all claims.

Labour Relations with CUPE

On September 19, a meeting was held with CUPE national leadership and local union stewards to address key labour relations issues that have impacted the organization. With the appointment of a permanent CEO, there is now a clear path forward to resolve long-standing concerns and rebuild trust with our union partners.

Context and Challenges: For some time, there has been a sense of interim leadership across the organization, which has contributed to a lack of clear direction in addressing labour-related issues. The transition from the previous long-term CEO left lingering dissatisfaction among the workforce, largely due to a breakdown in trust and communication. These foundational elements are critical to fostering a collaborative and constructive relationship between PHC and the union.

Commitment to Improvement: As the new CEO, I am committed to upholding PHC's mission and values through a balanced leadership approach often referred to as "People vs. Results." This approach emphasizes the importance of strategic oversight while fostering an environment where employees feel empowered, heard, and respected. During the meeting, several key priorities were outlined, including:

1. Strengthening Communication and Trust: Acknowledging the breakdown in communication that occurred under previous leadership and affirmed a renewed commitment to open dialogue, transparency, and trust-building between PHC and CUPE. Rebuilding trust with the workforce is a top priority, and the Executive Leadership Team (ELT) is committed to establishing a collaborative labour relations environment where concerns are addressed openly and with respect.
2. Service Delivery Improvements: PHC aims to enhance responsiveness and the quality of services provided to the community. By fostering a more engaged and collaborative work environment, we can better meet the evolving needs of our residents, ensuring that service delivery remains a top priority.
3. Operational Efficiencies: The organization is focused on streamlining internal processes to increase productivity and reduce inefficiencies. The union leadership was assured that these efforts will involve input from employees at all levels to ensure practical and effective solutions.
4. Fostering a Positive Workplace Culture: PHC is committed to promoting a respectful and inclusive work environment. Emphasis was placed on the importance of creating a culture of continuous learning, where each team member feels valued and empowered to contribute to PHC's collective success.

This renewed approach to labour relations marks a turning point for PHC, and we are optimistic that it will lead to more harmonious and productive partnerships with our union and employees moving forward.

<u>1190 Hillard Street</u>

In PHC's continued efforts to update residents on the regeneration of 1190 Hilliard Street we wanted to communicate with tenants the most updated information publicly available. The following messaging has been provided to tenants at this property.

PHC is currently pausing relocation of households at 1190 Hilliard Street while exploring additional funding opportunities to support regeneration of the property. As PHC and the City of Peterborough continue to work towards the goal of regeneration of 1190 Hilliard we also strive to provide homes to members of the community. At this time, units that have been vacated will be occupied and when it is deemed necessary PHC will once again move forward with relocation plans for households at 1190 Hilliard Street. Information will be provided to tenants well in advance of any possible changes.

We thank you all for your patience and understanding during this process and will provide updates as they arise. Please noted that internal transfers unrelated to the regeneration of PHC will still be offered when appropriate but no compensation will be provided.

<u>PHC Annual Development Day</u>

On October 29, the Executive Leadership Team (ELT) will be hosting PHC's Annual Staff Development Day, focusing on the theme "The Future of PHC." The event will explore the organization's current strategic vision, upcoming projects, and evolving priorities in response to the changing landscape of affordable housing. Breakout sessions will be designed to engage staff in discussions on innovation, growth opportunities, and operational enhancements. The day will conclude with an open forum for staff to share feedback and contribute ideas for the organization's future development. Board members are welcome to attend, and refreshments will be served. The event location is still being finalized as of the date of this report.

<u>Director of Operations Recruitment Update</u>

PHC has hired a new Director of Operations. Richard Grotsch will be taking on this role with PHC. Richard has over 17 years of community housing experience, primary at Toronto Community Housing Corporation, where he most recently held the position of Senior Director, Business Operations. Richard also has experience working in the shelter system as a front-line worker earlier in his career and has a vast amount of knowledge and experience with pest management. Richard's first day with PHC will be September 23rd.

<u>Media Interview – Peterborough Currents</u>

On September 16, I participated in an interview with Will Pearson from Peterborough Currents. The objective of the interview was to provide insights into the strategic direction of PHC under my leadership as CEO. During the discussion, I highlighted PHC's commitment to addressing housing challenges, potential plans, in collaboration with the City for future developments, and the innovative approaches we are adopting to enhance service delivery and community engagement. The conversation also focused on our vision for PHC's role in the broader context of affordable housing and community well-being in Peterborough.

Other Alternatives Considered:

None

Alignment to Strategic Priority Areas

These operational updates align to all three priority areas.

Financial Considerations:

None

Consultations:

Graham Willsie, Human Resources Manager
Lisa Clark, Resident Services Manager

Attachments:

None

Peterborough Housing Corporation

Report 2024-027

Meeting Date: September 25, 2024

Meeting Time: 5:30pm

Meeting Place: Hunt Terraces, Meeting Room #112
555 Bonaccord Street, Peterborough

Subject: Travel & Expense Reimbursement Policy

Author Name and Title: Travis Doak, CEO

Recommendation(s):

Resolved That Report 2024-027, "Travel & Expense Reimbursement Policy", be received.

That policy FA4 – Travel Expense & Reimbursement Policy, included as Attachment B, be adopted.

Chief Executive Officer

Background:

Policies and directives serve as the guiding framework for how PHC, including its board and staff, adheres to its governance structure, governing documents, and applicable regulations. These policies ensure consistency, accountability, and alignment with the organization's mission and values. Regular review and revision of such policies is considered a best practice, as it allows the organization to adapt to evolving legal requirements, industry standards, and the changing needs of its stakeholders. By doing so, PHC remains compliant and responsive, while also fostering transparency and trust within the community.

This report outlines the review and proposed revisions to the travel and expense reimbursement policy. The primary objective of this process is to ensure that the policy is aligned with current organizational practices, financial standards, and regulatory requirements. By updating the policy, we aim to improve clarity, streamline the reimbursement process, and enhance transparency and accountability. This revision will also ensure that the policy adequately addresses all potential users, including board members, employees, and other relevant stakeholders, ensuring fairness and consistency in how expenses are managed and reimbursed across the organization.

Rationale:

Currently, PHC has a policy, last reviewed in 2018, which governs the reimbursement of reasonable expenses incurred by a Board Member or employee while performing their respective duties. However, this policy does not comprehensively address all potential users, such as consultants, or volunteers.

Additionally, the policy is structured more as a directive, outlining specific operational procedures for staff to follow. Board-level policies should focus on establishing overarching principles and guidelines rather than delving into detailed operational functions. This ensures the policy remains flexible and applicable to a broader audience, while operational specifics will be addressed separately in supporting directives.

Other Alternatives Considered:

None

Alignment to Strategic Priority Areas

This report aligns to the 2019-2024 Strategic Plan as follows:

1. Investing in Our People – Board Governance
2. Serving Our Clients & Community – Finance & Resources

Financial Considerations:

None

Consultations:

Graham Willsie, Human Resources Manager
Sondra Fitzgerald, Director of Corporate Services

Attachments:

Attachment A	PHC-EXEC-01 – Board and Staff Expenses (for information)
Attachment B	FA4 – Travel & Expense Reimbursement Policy (for adoption)

Policy Statement

Policy Number: PHC-EXEC-01	Subject: Board and Staff Expenses
Section: Executive	**Total Pages: 3**
Effective Date: January 17, 2018	**Revision Dates: January 17, 2018**
Approved By: Board of Directors/PHC	

Policy Purpose:

To establish a policy for the reimbursement of reasonable expenses incurred by a Board Member or employee of PHC in the course of performing the duties of that role.

This policy will address:
- What expenses may be reimbursed
- The extent to which expenses may be reimbursed
- What is required to substantiate expense claims
- What approvals are necessary for the reimbursement of expenses

Principles
- Expenses are paid in a way that is consistent with best practices in governance for publicly funded organizations;
- All reasonable expenses incurred by Board Members or staff as a result of a business or Board-related function be paid;
- Only expenses which are reasonable, accountable and incurred on authorized business are paid;
- The policy is clear and consistent in its application and applied in a way that is fair, transparent and publicly defensible.

Travel Expenses

Travel expenses incurred while traveling on PHC business, whether locally or out of town be reimbursed. When making travel decisions, such as the purchase of rail or air reservations, it is expected that the most reasonable and economical rate in the circumstances will be chosen. Where practical, cost effective alternatives such as carpooling should be considered. For air travel, economy class is that standard option for ticket purchase.

For major events, all travel arrangements will be done by the CEOs Executive Assistant.

Vehicle

When road transportation is the most practical way to travel, there may be times when choosing to rent a vehicle is the most economical approach. When renting a vehicle, the most economical vehicle based on the driving conditions should be selected.

When using a personal vehicle, PHC will reimburse for all travel for Corporation business purposes at the CRA rate for Board Members and Management staff. All staff under the Collective Bargaining Agreement will use a rate which mirrors the City of Peterborough's Corporate Mileage Policy; rate to be adjusted twice per year at January 1st and July 1st.

Parking

Reimbursement is provided for necessary and reasonable expenditures on parking. There is no reimbursement for traffic or parking violations, without extenuating circumstances and the approval of the CEO.

Parking receipts must be included with the expense form in order to be reimbursed.

Accommodation

Hotel accommodation required for corporation business will be reimbursed as deemed appropriate. Approval of accommodation requests for staff related to sector events or business needs are at the discretion of the CEO for Directors, and Directors for their reporting staff.

Accommodation receipts must be included with the expense form in order to be reimbursed.

Business Meals

Expenses for business meals, whether incurred locally or out of town, may be reimbursed only with a receipt showing detailed itemization. The names of the people to who the receipt applies must be included, and the purpose of the event noted on the receipt. Meals will be reimbursed based on reasonable costs, on a per diem rate, with receipts. The per diem rate will be adjusted from time to time, as a schedule to this policy as approved by the CEO and Board Treasurer.

Alcohol cannot be claimed and will not be reimbursed as part of travel or meal expenses. There are no exceptions to this rule.

International Travel

In some cases, the requirement to travel internationally may be considered integral to business. International Travel by members of the Board or the CEO will be at the discretion of the Board Chair. Directors or Managers travel must be approved by the CEO.

Request for Reimbursement and Claim Procedure

All claims must be submitted within 30 days of completing the travel or incurring the expense.

Claimants are asked to complete the Expense From and include all receipts with the form.

Approvals

- Claim forms will be reviewed and approved by supervisory staff to ensure compliance with policy
- Board member expense forms must be approved by the CEO
- CEO expenses must be approved by the Board Chair

Approving Signature:		
Name Darlene Cook	**Title CEO/ Board Secretary**	**Date Jan 17/18**

Approving Signature:		
Name Bonnie Clark	**Title Board Chair**	**Date Jan 17/18**

POLICY DOCUMENT

POLICY NAME:	Travel & Expense Reimbursement Policy		
POLICY ID:	FA4	APPROVED BY:	Board of Directors
EFFECTIVE DATE:	October 1, 2024	REVIEW DATE:	October 1, 2027

Policy Purpose

This policy establishes guidelines for the approval and reimbursement of reasonable travel and related expenses incurred by board members, employees, volunteers and designated representatives of Peterborough Housing Corporation (PHC).

Timely reimbursement and adherence to this policy will help match expenses with the revenue generated during the fiscal period, ensuring accurate financial reporting. As effective management of travel expenses ensures consistent and appropriate use of allocated budgetary funds.

Scope

This policy shall apply to all PHC employees, volunteers, board members and designated representatives.

Reimbursement Guidelines

Travel and expense reimbursements are made only when requests are in accordance with this policy and its related directives. All travel and expense reimbursement requests must:

- Be supported by a detailed business purpose.
- Include all supporting documentation as required in the related directives.
- Be charged to the appropriate account based on the business purpose of the expense
- Comply with the guidelines of the external funding sources, if applicable.
- Delegated authority for regular and recurring expenses incurred by the CEO is reviewed and approved by the Financial Services Department, ensuring compliance with organizational policies, directives, and maintaining accountability.
- Be received by the Financial Services Department no later than sixty (60) days after the date of completion of the travel and or date of incurred expense.

Responsibilities

The CEO shall be responsible for the administration of this policy, including the development and implementation of directives and standard operating procedures.

The Financial Services Department shall be responsible for the review of travel and expense reimbursements to ensure that they are compliant with the Travel & Expense Reimbursement Policy and related directives, CRA guidelines, and other regulations.

Directives & Procedures

The CEO shall bear primary responsibility for the creation and implementation of directives and standard operating procedures required to meet the compliance standards.

Related Documents

None.

Appendices

None.

History of Amendments/Reviews:

Section(s)	Date	Comments
All	October 2024	New - Approved by Board of Directors

Peterborough Housing Corporation

Report 2024-028

Meeting Date: September 25, 2024

Meeting Time: 5:30 p.m.

Meeting Place: Hunt Terraces, Meeting Room #112
555 Bonaccord Street, Peterborough

Subject: Proposed 2025 Operating & Capital Budget – Entire Portfolio

Author Name and Title: Sondra Fitzgerald, Director, Corporate Services

Recommendation(s):

Resolved That Report 2024-028, "Proposed 2025 Operating & Capital Budget", be received;

That the following recommendations of the Finance, Audit and Administration Committee, are adopted by the Board:

> **That** the 2025 operating & capital budget, outlined in Report FAA2024-002 is approved.

That the CEO is directed to request operating subsidy in the amount of **$3,996,131** in order to support the 2025 portfolio operations and capital subsidy in the amount of **$1,916,617** from the City to maximize CMHC capital funding; and

That the CEO reports back to the Board with any 2025 operating or capital budget amendments based on the City approvals.

Chief Executive Officer

Background:

Portfolio-Based Budget

For 2024, the Board approved the staff recommendation of implementing a portfolio based budget which the City also approved. This new format has allowed there to be greater consistency in the financial management and allocation of resources between all communities while providing a complete picture of the overall operations.

Spruce Corners is and will continue to be separated from the balance of the portfolio. This project is funded by the MOH, using a provincial formula. It is not reliant on municipal subsidy and PHC has been working with the MOH to ensure it remains this way.

A detailed review of all revenue and expense lines has been completed by PHC staff in order to propose a prudent budget for the 2025 fiscal year. Each budget line was thoroughly scrutinized with all feasible cost saving measures implemented to ensure the needs of the tenants and communities are met. We are requesting a 1.5% increase in the base operational funding and a one-time funding allocation of $81,000 for Hunt Terraces. This has been presented to City staff and incorporated into the Social Services housing budget. We will not receive confirmation if this funding request has been approved until the City's budget is approved by council in December.

In addition, staff have completed future year forecasting to identify future needs based on the information that we have today. Table 1 illustrates the anticipated base subsidy amount required per year and one time funding needs.

Table 1					
	2025	**2026**	**2027**	**2028**	**2029**
Subsidy Amount (based on need)	$3,915,131	$4,038,469	$4,130,282	$4,171,766	$4,247,430
One Time Funding	$81,000	-	-	-	-
Annual Subsidy Increase ($)	$138,867	$42,338	$91,813	$41,484	$75,664
Annual Subsidy Increase (%)	3.6%	1.1%	2.3%	1.0%	1.8%

Rationale:

Operating:

Table 2 provides a description of budget lines as well as an explanation of any variance for Revenues and Expenses. The lines and numbers correspond with those identified in Attachment A.

Table 2 REVENUE AND EXPENSES			
REVENUES			
Name	**Number**	**Description**	**Variance**
Residential Rental Income	1	Rent received from tenants or on behalf of tenants	3.2% increase is the result of a 2.5% rent control guideline increase across all units and annual increases to bring rent for affordable properties to maximum rents
Commercial Rental Income	2	Rent payment received from commercial tenants	28% decrease is a result of the 2024 revenue for meetings rooms at 555 Bonaccord being overstated as alternate rental options were considered.
Miscellaneous Revenue	3	Combination of revenue other than rent received from tenants (i.e. parking, laundry etc.) and investment income	29.6% decrease is a result of fewer meal plans at Hunt Terraces due to the tenant composition.
Property Management Agreements	4	Fees received to manage other properties	212% increase attributed to additional external property management contracts.
Municipal Operational Subsidies	5	Subsidy received from the City to assist with expenses not offset by rent or other revenue.	1.5% increase to base funding for the portfolio based on staff review and input.
Rent Supplement	6	Up to March 31, 2024, PHC administered the rent supplement units on behalf of the City.	100% decrease is result of the transfer of the program to the City in Q2 2024.
Other Grants	7	Represents other municipal grants.	35% increase is a result of a request for one time funding for Hunt Terraces meal plans for 2025 as PHC explores a new financial model.

EXPENSES			
Name	**Number**	**Description**	**Variance**
Administration	8	Includes all costs related to support the operations of PHC.	2.8% increase is primarily related to align costs with anticipated increases due to inflation.
Bad Debts	9	Represents the write off of uncollectible former tenant accounts.	16.6% increase can be related to the overall economic environment with significant inflationary pressures post COVID. In addition, PHC is experiencing significant delays in getting hearing dates with the Landlord and Tenant Board which results in increased arrears that become insurmountable for tenants to repay.
Insurance	10	Represents insurance on PHC's assets.	When the 2024 budget was prepared and approved, there was a significant increase over 2023. A review was carried out with HSC and with an adjustment to our deductible, insurance costs have decreased. In addition, the anticipated increase for 2025 is anticipated to be less than 10%. These two contributing factors have resulted in a 10.8% decrease
Salaries, Wages & Benefits	11	Includes all staff wages and benefits, including health and OMERS	14.4% increase is a combination of wage increases as a result of collective bargaining (phased in increase for all custodian and maintenance staff to maintain internal equity), step increases, 3% increase for bargaining unit staff and 2% increase for non-union staff and the first full year for the permanent CEO and HR

			Manager. In addition, there are 2 new positions included for 2025 – 1 each for non-union and unionized positions.in 2024.
Building – Materials and Services	12	All day-to-day operational expenses related to maintaining the properties including the grounds, buildings, and units	21.6% decrease is primarily related to a thorough review and determination of what expenses could be considered capital for 2025 and reallocated accordingly. A reduction of contracted services as a result of introducing a weekend custodian and maintenance repair position has also been incorporated.
Food Services	13	Represents food costs at Hunt Terraces	5.7% increase is primarily related to align costs with anticipated increases due to inflation for food costs and expected staff costs for the food contractor.
Property Taxes	14	Property taxes for all PHC buildings paid to the City and County.	2024 included adjustment to property taxes for Hunt Terraces. Overall, 5.5% increase on base property taxes budgeted for 2025 based on City expected increase.
Utilities	15	Includes utilities provided to the properties including hydro, gas, water and water heater rentals	The 1.7% decrease reflects the continued savings that PHC experiences on electricity through provincial programs as well as anticipated savings as a result of energy projects carried out through the capital program.
Contribution to Capital Replacement Reserves	16	Any mandatory requirements to transfer a certain amount, typically based on percentage of revenue, to a reserve to cover future capital costs, as required through funding	A slight decrease of 1.8% due to adjustment in Hunt commercial rental revenue.

		or financing agreements. 4% used based on majority of banking requirements.	
Rent Supplement	17	Up to March 31, 2024, PHC administered the rent supplement units on behalf of the City.	100% decrease is result of the transfer of the program to the City in Q2 2024.
Mortgage and Debenture Payments	18	Principal and interest mortgage payments related to the newer affordable housing properties.	4% decrease relates to the Sunshine mortgage being fully paid off in March 2024.

<u>Capital:</u>

PHC applied for and received grant funding in the amount of $3.45M from CMHC in November 2022. The funding will allow PHC to accelerate projects from the 5-year plan to maximize the funding. It required PHC to contribute a significant amount of its capital reserve and for the City to increase its investment allocation for 2024/2025 in order to fully utilize this funding as illustrated in Table 3.

Table 3 – Capital Funding				
	2024	**2025**	**2026**	**Total**
Capital Cost based on Need	$6,474,106	$5,000,982	$0	$11,475,088
PHC Contribution from Reserves	$2,100,000	$1,350,000	$0	$3,450,000
CMHC Contribution (30 cents on the dollar)	$1,942,232	$1,500,295	$0	$3,442,527
City Subsidy Allocation	$2,154,493	$1,916,617	$928,135	$4,999,245

Other Alternatives Considered:

None.

Alignment to Strategic Priority Areas

This report aligns with the strategic focus of the following commitment within the Strategic Plan:

<u>Serving Our Clients and Community</u>

Finance and Resources: Maintaining the highest financial and resource management practices, to ensure that our community can rely on us for its future needs, including compliance with all legislative and code requirements.

Capital Assets: Ensuring that our asset management strategies remain current. We will plan for future enhancements to existing properties in order to increase marketability, sustainability, and energy efficiency. We will continue to make strategic and prudent investments of capital reserves.

Financial Considerations:

Staff have developed the proposed 2025 budget based on the overall needs of the portfolio for both operating and capital. It ensures that PHC operates as a prudent business understanding the needs of its customers. While it strives to maximize revenues, it does so realizing the low to moderate incomes of our customers. PHC will manage expenses ensuring that there is consistency across the portfolio, that units are kept in good condition and that adequate staffing resources are present. Table 4 provides a summary of the 2025 budget.

Table 4	
Operating	
Total Net Project Revenue	$14,970,933
Total Project Expenses	$14,970,154
Capital	
Total Project Expenses	$5,000,982

Operating Subsidy Request to the City

Based on need and the entire portfolio, PHC is requesting an operating subsidy of **$3,996,131** for 2025 representing a 1.5% increase over 2024 base funding and one time funding of **$81,000** relating to the operations of Hunt Terraces. This translates to an annual subsidy cost per unit of $3,112.

Capital Subsidy Request to the City

Based on need and maximizing the CMHC funding, PHC would require **$1,916,617** in capital subsidy for 2025. The City has already committed COCHI funds to top up capital funding for 2025. PHC has requested base capital funding of $958,930 or a 3% increase.

Consultations:

Director of Corporate Services, PHC
Director of Operations, PHC
Housing Manager, City of Peterborough
Corporate Financial Analyst, City of Peterborough

Attachments:

Attachment A 2025 Operating Budget Detail

Peterborough Housing Corporation

2025 PORTFOLIO BUDGET - DRAFT FOR BOARD REVIEW AND APPROVAL

		2024 APPROVED BUDGET	2025 PROPOSED BUDGET	BUDGET TO BUDGET VARIANCE	BUDGET TO BUDGET % VARIANCE
	Revenue				
1	Residential Rental and Miscellaneous Revenue (including food and miscellaneous charges)	9,700,658	10,005,805	**305,147**	**3.1%**
2	Rental Income - Commercial	430,741	308,730	**-122,011**	**-28.3%**
3	Miscellaneous Revenue	698,372	491,604	**-206,768**	**-29.6%**
4	Property Management Agreements	54,000	168,663	**114,663**	**212.3%**
5	Municipal Operational Subsidies	3,857,264	3,915,131	**57,867**	**1.5%**
6	Rent Supplement	567,528	0	**-567,528**	**-100.0%**
7	Other Grants	60,000	81,000	**21,000**	**35.0%**
	Total Revenue	**15,368,563**	**14,970,933**	**-397,630**	**-2.6%**
	Operating Costs				
8	Administration	602,542	619,701	**17,159**	**2.8%**
9	Bad Debts	138,670	161,633	**22,963**	**16.6%**
10	Insurance	483,867	431,398	**-52,469**	**-10.8%**
11	Salary & Wages	3,603,709	4,123,666	**519,957**	**14.4%**
12	Material & Services	2,267,705	1,777,136	**-490,569**	**-21.6%**
13	Food Services	375,000	396,448	**21,448**	**5.7%**
14	Property Taxes	2,256,768	2,432,294	**175,526**	**7.8%**
15	Utilities	2,500,164	2,457,615	**-42,549**	**-1.7%**
16	Contribution to Capital Reserve	305,719	300,146	**-5,573**	**-1.8%**
17	Rent Supplement	335,868	0	**-335,868**	**-100.0%**
18	Mortgage & Debenture Payments	2,371,425	2,270,117	**-101,308**	**-4.3%**
	Total Operating Costs	**15,241,437**	**14,970,154**	**-271,283**	**-1.8%**
	Surplus/(Deficit)	**127,126**	**779**	**-126,347**	